A SYNOPSIS OF THE PROPOSED PH.D THESIS ENTITLED

"NEW FACETS OF HUMAN RESOURCE DEVELOPMENT FOR THE REVIVAL OF STATE TRANSPORT UNDERTAKINGS (STUs). A PRAGMATIC ILLUSTRATION AT APSRTC PRIOR TO BIFURCATION"

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By

N. Subbaram M.Sc, DIRPM, AMIRT, MBA.

Under the guidance of

Dr. Rajesh S. Shinde (Professor &Ex. Director)

School of Management Sciences,

S.R.T.M.U.N's Sub Centre, Latur

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INTRODUCTION

The origin of APSRTC dates back to June 1932 when it was first established as NSR-RTD (Nizam State Rail and Road Transport department), a wing of Nizam State Railways in the erstwhile 'Hyderabad State'. It started with 27 buses and 166 employees. APSRTC was formed on 11th January 1958 as per Road Transport Act 1950 with an objective of providing 'efficient, economic and well co-ordinated Transport network of buses, Operating 1634 lakh kms per day on 7941 routes, on the date of bifurcation. APSRTC was one of the best transport undertakings occupying the third place in the country. **APSRTC entered GUINNESS WORLD RECORD in 1999** for owing the largest fleet of buses. A special scheme called, VLTS (Village Linked Transport Scheme) was launched by APSRTC in 1978 itself linking all villages with bus transport provided a motorable road was available. Special type of Jeep mini buses were pumped in, to implement this scheme. About 30,000 villages having motorable roads were connected (95%) to all major towns in A.P as on the date bifurcation of the state.

The entire transport network was brought under the administrative control of 23 Regional Managers and 7 zonal Managers. Corporate head quarters was at Hyderabad, the then AP state capital.

STRUCTURE OF APSRTC

The structure of the organization was with a board of 11 members at the apex of the corporation. The chairman of the corporation was nominated by the government and was the head of the corporation. Vice Chairman and managing director an IAS or IPS officer of eminence in public life was nominated by the state government as VC & MD of the corporation who reported to the Chairman. Executive directors are the administrative heads of functional departments like mechanical engineering, operations, personnel, HRD, IT etc, who reported directly to VC and MD, EDs constituted the direct team of Managing director. Each Executive director was assisted by a chief manager of the department concerned. This in brief is the top structure of the organization.

Each district is headed by a Regional Manager assisted by Traffic and Mechanical senior officers each one. The depot manager was the head of the depot with assistant managers. The depot managers in the district report to the regional manager who inturn laisons with head office.

BIFURCATION OF STATE OF ANDHRA PRADESH AND EMERGENCE OF TSRTC.

The then Andhra Pradesh comprised of three regions namely coastal Andhra, Rayalaseema and Telangana. A public agitation by the people of all walks of life from Telangana region in composite erstwhile A.P state led by T.R.S. (Telangana Rastra Samithi) party formed for the sole purpose of formation of separate state of Telangana rocked the then state of AP.

Consequently the Government of India declared on 2nd June 2014 the Telangana State which is the 29th state of the union of India with Hyderabad as its capital. The residual land piece in erstwhile AP state comprising of Seemandhra and coastal districts was christened as Andhra Pradesh with Amaravathi near Vijayawada being developed as its capital. This bifurcation of state led to the bifurcation of A.P.S.R.T.C also leading to the formation of TSRTC, a new corporation. The largest fleet of 22561 owned by APSRTC, **a single largest state road Transport corporation in the world**, got divided based on the existing order of districts between the both states. The infrastructure was proposed to be divided in a ratio of 10:13 between the TSRTC and APSRTC (residual) respectively.

TSRTC FORMATION

Consequent upon bifurcation of Andhra Pradesh State into Telangana and residual Andhra Pradesh, TSRTC operated as a separate entity from 03.06.2015. The Government has subsequently established Telangana State Road Transport Corporation on 27.04.2016 under the Road Transport Corporation Act 1950. TSRTC has three zones at Hyderabad, Greater Hyderabad and Karimnagar. It has 97 depots, 357 bus stations. TSRTC buses undertake operations on 3687 routes with a fleet of 10,479 under its wings.

TSRTC operates various kinds of services, catering to the needs of public from all walks of life connecting villages, towns and cities. It brands its services based on the level of comfort offered.

FOCUS ON HRD BY ERSTWHILE COMPOSITE APSRTC

The composite APSRTC prior to bifurcation was a massive monolithic Transport undertaking having **1.22 lakh employees**. The organization realized the truth that the dedication and commitment of such a large workforce was required for the successful functioning of the corporation on business lines besides winning the customer satisfaction. It felt a need to develop its man power focusing on the revised role play needed of each category of employees.

The organization changed the mindset of people by conducting massive training programmes **continuously for three months every year** for all workmen at depots, productive

centres like workshops, tyre shops besides the regular exposure at all zonal training colleges. A focus on improving the quality of contribution, ways to improve the profitability, customer centricity were discussed at length and a new window was opened wherein all categories of workmen in the industry were treated as important, and motivated for achieving the corporate goals together with commitment. Consequential effects of Human Resource Development Programes were discussed in a separate chapter in this thesis.

RESEARCH METHODOLOGY

The data is obtained from the then Statistical department of A.P.S.R.T.C. Tables and graphs were drawn with this data. The central idea is collected from the books mentioned in the bibliography. The HRD department of the then APSRTC was consulted in evolving a common thread of understanding which runs through all chapters.

SCOPE OF STUDY

Human Resource Development is a major challenge facing the organization today. Aligning the employees of all categories to the business strategy to accomplish the corporate goal, to become willing partners to rebuild the organization is a major challenge facing STUs. At APSRTC much thinking had gone to realize this and the corporation focused all its activities to **educate, direct and instill** a new hope in the employees. The goal clarity and role clarity were stressed to bring in a new orientation. The period of study pertains to 2000 to 2009 years, prior to bifurcation of integrated APSRTC of erstwhile AP state.

The organization gave in the period understudy greater importance for HRD and much effort had gone to recognize the role of employees in profitably building in the industry. Massive training inside the organization and outside at National institutes, re-skilling and updating the technology of its men, igniting the competitive spirit in workers was stressed in the last decade before bifurcation in 2016. Hence this important period in the history of erstwhile APSRTC was selected for study to evolve a model for all STUs.

CHANGING SCENARIO – PUBLIC TRANSPORT SECTOR

Today the public transport sector in India presents a gloomy picture. The cost of operation has gone up tremendously. The frequent increase in the cost of high speed diesel oil has paralyzed the entire economics and many STUs have collapsed unable to meet the costs. The personnel cost alone is around 45-50% of the total cost. The other cost on oils, spares, tyres and tubes etc., also have gone up over the years adding to the imbalance.

The STU revenues have dwindled considerably as other modes of transport have encroached abnormally due to liberalized Motor vehicle Act. The private operators in their

anxiety to make quick money are operating their contract carriages and All India tourist permit holding vehicles as stage carriages just ahead of ST services violating the law. This menace has reached great proportions and the private operations are causing a major dent on the legitimate revenues of the public transport undertakings. The private operators are extending many concessions, travel Packages, free trips to woo regular commuters.

About 1000 private buses of different types like Express, Deluxe, AC, Volvo, etc., leave from Hyderabad every night to various destinations like Chennai, Bangalore, Vijayawada, etc., this being the high magnitude of competition. In a craze to make money the operators are flouting all rules, violating the permit conditions, and labour laws. Only one driver takes the vehicle to Bangalore from Hyderabad a distance of 560 Kms., in the night, posing a great threat to safety. All the violations were carried out managing the lower level staff in the government or sometimes without the knowledge of the enforcing authorities. In addition in each district hundreds of autos, vans, etc., are carrying out clandestine operations on nationalized sectors knocking away the legitimate earnings. Many of these buses and vans are operated just ahead of ST buses competing illegally.

OBJECTIVES OF THE STUDY

This Study explains the need to remodel every employee into a potential productive source and stresses on the means of achieving it. The study made illustrates the focus given on each aspect of the Human Resource Development and the progress achieved. **It sets an ideal to be implemented in all State Transport Corporation of the country** as follows.

1. To develop every employee as a potential productive source.
2. Focus on all aspects of HRD to bring out the best in every employee.
3. Improve the commitment and contribution by re-orienting the thinking of every employee on his role in the industry.
4. Focus on strategic thinking, exploring the various methods of marketing Public Transport by realigning the mindset of employees.

HYPOTHESIS OF THE STUDY

1) Create awarness on corporate philisophy and objectives by channelising all activities to financially benefit the organization.

2) Differentiate geographical areas to match with the type of bus services required and spending capacities of commuters.

3) Cost effective management is ensured to avoid wastages, premature spare replacements and workmen are directed to be more critical on all cost area.

NEED OF STUDY

The study was found essential in a massive industry like APSRTC with more than **1.5 lakh employees** of various categories. The reorientation of the mindset of staff is very essential to stimulate the workmen to contribute for the profitability and success of the industry. This aspect of human resource management was neglected for a long time in this organization and affected the harmony in industrial relations. The relation between the manager and employees was bureaucratic and lacked team work and participation of labour. It was essentially thrust by boss and the average employee was unware of the philosophy of the organization and its financial status. A big gap was existing and the Trade unions exploited the situations to their advantage. Turbulent behaviour of labour was reflected by frequent cat call strikes, assaults on supervisors, managers etc….., which was the order of the day. The management thought of bridging the gap by taking workmen into confidence, re-skilling the labour, and create faith in labour on management and make them realize that all the employees, supervisors and managers have the **same goal and therefore should work together** to achieve the corporate objectives culminating in surplus generation which can be diverted for wage revision, welfare schemes, replacement of aged fleet, augmentation of routes, introduction of new products of services etc. The growth of employees is directly based on the health of the industry. Improving the productivity and quality of work brought about the much needed change in the status of the organization.

In this context the human resource development took priority in the organization and aspects like re-skilling the employees with update technology, besides exposing the staff to understand the financial position of the organization and the revised role play needed, took the front seat. Every employee is made a willing partner in rebuilding the industry. A common goal and a united effort ushered in industrial peace and prosperity. The unrest that prevailed once in the industry melted away. The unions too started looking at the scenario afresh. The president of the recognized union was given the status of a board member of the corporation and was involved in decision making at the apex level. This changed the scenario and the managers were also given training at National institutes to understand as to how to maintain the cordial industrial relations, and involve workmen in uplifting the business, cost control, and customer centric management. The managers were also briefed about the latest technological improvements, and IT application to strengthen the working systems. These various measures taken by HR department in APSRTC bore good results and can be adopted as a model even now by all STUs.

IMPORTANCE OF THE STUDY-NATIONAL STATUS AND SIGNIFICANCE:

Road Transport Act 1950 was **"established by the union of India with the sole purpose of providing efficient, economic and well coordinated transport network"** in the state. The sole business of transport was centralized with the state government, so that bus service can be provided linking all villages with Mandal Head Quarters, Mandal with District Head Quarters, District Head Quarters with State Capital to meet the transport needs of public. Also important cities in the neighbouring states like Chennai, Bangalore, and Mumbai etc., were also connected based on public requirement and traffic demand. This is the primary objective of S.T.U.

The objective of making the organization profitable, cost effective, reliable, regular and punctual is also kept in mind while drawing the bus schedules. Effective maintenance of fleet is ensured to provide a breakdown free service. The whole bus schedule was drawn based on traffic demand at various intervals of time on a particular route. The route was extended linking the bus with other profitable segments, to achieve overall profitability of the route.

The trip sheets shall be analyzed every week and the occupancy trends are noted stage wise. This provides a clear picture of boarding and alighting pattern of passengers' trip wise. Based on this data the realignment of the route like eliminating the redundant trips linking with other potential segments is planned to improve the overall effectiveness of the route.

The profile of the commuter, his requirements are obtained through market surveys of all routes. The competitor if any is also analyzed on items like fare, bus seating pattern, luggage tariff, strategies adopted through separate surveys and the S.T. bus schedule was modified slightly to meet those requirements. This is how route wise schedules were drafted with an aim to meet customer aspirations.

Added to this, the mechanical engineering department ensured to provide a clean, neat, punctual, breakdown free service through proper maintenance of fleet as per maintenance schedules.

This results, finally in improving the operations and creates faith and loyalty among commuters. When this approach is adopted, the resource utilization improves enormously and **surplus generation of all STUs at the National Level** results which is one of the objective of STU. On the other side commuter needs are met with, retuning the operations with the commuters' aspirations and requirement to a maximum extent possible. A Customer Centric Management results.

MODEL SUGGESTED AT NATIONAL LEVEL FOR ALL STUs

1. Greater emphasis has to be given on HR Development mainly concentrating on recruitment and training providing the necessary inputs at the entry level based on the role play of employees inducted.

2. Updating the technologies and methods periodically through proper training at zonal colleges of organization, and at outside national institutes, and manufacturing companies like Ashok leyland, TATA, Lucas etc…, which upgrades the skill of employees and helps to develop every employee as a potential productive center.

3. Realigning the mindset of employees focusing on the goals of the organization, it's philosophy is essential. This can be done through internal training at regular periodicity.

4. Status of the corporation like costs, profitability, losses incurred with reasons and role play required are stressed in detail during internal training.

5. Amalgamating brilliant strategy with strong culture results in achieving the goal.

6. The strategy so evolved shall become, **"everybody's everyday job".**

7. Retuning the employees extending necessary inputs through training and regular interaction brings out a revolutionary change in the organization.

TENTATIVE CHAPTERS

5 chapters are proposed in the thesis outlining on each area of human resource development required to achieve the goal of transforming the staff into potential centers of productivity. The tentative list of chapters proposed is appended below.

CHAPTER-1 INTRODUCTION

- SCOPE AND SYNOPSIS
- HRD AND ITs RELEVANCE
- OBJECTIVES OF STUDY
- ROLE OF HRD IN GOVERNMENT
- STUs AND HRD
- PROFILE OF APSRTC PRIOR TO BIFURCATION
- RESEARCH METHODOLOGY

CHAPTER- II CREATING ORGANIZATIONAL DEVELOPMENT(OD), LEADERSHIP, CHANGE,

	VISION AND CUSTOMER CENTRICITY IN STUs
CHAPTER- III	STRATEGIC THINKING AND CULTURE BUILDING TO IMPROVE MARKET SHARE IN STU
CHAPTER- IV	REORIENTATION AND TRAINING IN APSRTC, CONSEQUENTIAL TRENDS AND THE MODEL SUGGESTED
CHAPTER-V	SUMMARY AND CONCLUSION

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The books and journals referred are listed in chapter XV from which the central theme is drawn and developed. They are

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